

ORIENTATION FOR CAREER TRAINEES #1-77

8 - 12 November 1976

ROOM 916
CHAMBER OF COMMERCE BUILDING

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

STAFF

25X1A

Chairman
Training Assistant

COURSE OBJECTIVES

To provide the Career Trainee with a broad overview of the purposes and methods of intelligence, the missions and functions of the Central Intelligence Agency, and the work and management of the Intelligence Community. It seeks to provide the Career Trainee with a feeling for the "big picture," including some of the current management problems of the Agency, and to serve as an introduction to more intensive training in the areas of intelligence production and operations.

ORIENTATION FOR CAREER TRAINEES #1-77

8 - 12 November 1976

Monday, 8 November

25X1A

0845-0900 Introduction to the Course

0900-0915 Reading: CT Schedule and
Course Descriptions

0915-0930 A CAREER TRAINEE PROFILE

Training Program
Office of Training

25X1A

[REDACTED] will provide a brief sketch of the
Class of November 1976 and answer any questions
you may have about the CTP training cycle.

0930-1015 INTRODUCTIONS

Class and Staff

1030-1100 A WELCOME FROM THE
DIRECTOR OF TRAINING

Harry E. Fitzwater
Director of Training

1100-1145 FILM: The DCI Welcomes
New Employees

This film was made recently especially for new employees.
The Director speaks very candidly about the many
problems now facing CIA, and he offers his personal
advice to people beginning a career with the Agency.

1145-1300 LUNCH

1300-1415 AN INTRODUCTION TO
INTELLIGENCE

[REDACTED] 25X1A
OTR Briefing Officer

25X1A

[REDACTED] will consider intelligence as a discipline
with a defined subject matter and methodology. After
briefly reviewing the origins and history of intelligence,
he will answer the questions: What is intelligence?
Who and what are its sources? Where and how do you acquire
it? And Why? He will describe the primary functions of
intelligence--collection, processing and production--and
comment on the relationship between intelligence and
foreign policy.

25X1A

1430-1600

GROUP DISCUSSION: Images
of the Agency

Deputy Director for
Operations Training,
Office of Training

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency as new employees and discuss their perceptions on entering into a career of intelligence.

1600-1630

Reading:

Study Guide - "The Organization of CIA," a working paper of the Intelligence Institute, Office of Training, August 1976 (SECRET)

Study Guide - "Selected Terms and Abbreviations," a working paper of the Intelligence Institute, Office of Training, August 1975 (CONFIDENTIAL)

Tuesday, 9 November

0830-0900

Reading:

The National Security System

0915-1015

THE MISSIONS AND FUNCTIONS
OF CIA

25X1A

OTR Briefing Officer

25X1A

[REDACTED] will give us a broad overview of the Agency's organization, missions and functions. He will examine CIA's role in the collection and analysis of positive foreign intelligence. The responsibilities of the four CIA Directorates for collection, production, research and development and support will be explained in their broad outlines.

1030-1200

THE U.S. NATIONAL SECURITY
SYSTEM: FOREIGN POLICY AND
INTELLIGENCE SUPPORT

25X1A

Intelligence
Institute,
Office of Training

25X1A

What is the relationship between foreign policy and national security affairs? What is the role of the President, the Executive Departments and Agencies, and the Congress in decision-making for national security? [REDACTED] will discuss the workings of the National Security Council and its sub-groups and comment on the varied ways in which Presidents have used them to coordinate the making and implementation of foreign policy. He will relate the intelligence system to the policy process, describing the way in which it both supports and receives guidance from policy-makers.

1200-1300

LUNCH

25X1A

Continued discussion session

1300-1400

CIA AND THE MEDIA

25X1A

Office of the
Assistant to the
Director

The problem of the Agency's image with the media is of continuing concern. Our speaker will discuss aspects of this problem and how the Agency deals with it.

1500-1700

CIA GUEST SPEAKER PROGRAM
(Headquarters Auditorium)

NATIONAL SECURITY AND THE
NUCLEAR AGE

25X1A

Members of the class will have an opportunity to hear the second speaker in the 1976-77 program of eminent guest speakers.

S-E-C-R-E-T

Wednesday, 10 November

0830-0900 Reading:

United States Foreign Intelligence
Activities: Executive Order 11905,
19 February 1976

25X1A

0915-1030

HOW THE INTELLIGENCE
COMMUNITY IS RUN

Special Assistant to
the Deputy to the
DCI for the
Intelligence
Community

Our speaker will describe the way in which the
Intelligence Community is organized and managed
to try to achieve the best possible use of manpower
and money on the highest priority targets. He
will describe the tools available to the Director
of Central Intelligence in his role as manager and
coordinator of the Intelligence Community.

25X1A

will also discuss the impact of the President's
Executive Order of 19 February 1976 and changes
that are a direct result of that Executive Order.

25X1A

25X1A

1045-1145

THE ADMINISTRATION OF
INTELLIGENCE

Executive Officer,
Administration
Directorate

25X1A

will survey the Agency's extensive support
services. He will discuss major administrative
problems facing CIA and the ways in which the Agency
is moving toward solutions.

1145-1300

LUNCH

S-E-C-R-E-T

S-E-C-R-E-T

1300-1400

HOW THE AGENCY MANAGES
ITS PEOPLE

25X1A

Personnel Officer,
Office of Training

25X1A

[REDACTED] will comment on current trends in the Agency's approach to personnel management. He will talk about the career service structure, career boards and panels, the annual evaluation of personnel and the philosophy behind the Agency's career development programs. He will also discuss the impact of "management by objectives" in the area of personnel administration.

1415-1615

PANEL: "WHAT IS IT LIKE
TO WORK IN CIA?"

25X1A

A panel of CIA employees who are graduates of the Career Training Program will offer candid views as to what it is like to work for the Agency. They will discuss assignments they have had, the value to them of their CT training, and the good and bad aspects of their work experience.

S-E-C-R-E-T

Thursday, 11 November

0830-0915

Reading:

Directorate of Administration
History and Functions (SECRET)

25X1A

0930-1030

SECURITY IN THE AGENCY
TODAY

Deputy Director
of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. It is also charged with the protection and safety of its personnel. Our speaker will discuss the philosophy and policies and practices of these programs. He will also examine new challenges and the changing nature of the security threat that faces us in the future.

1045-1145

THE FREEDOM OF INFORMATION
AND PRIVACY ACTS

25X1A

Chief, Information
and Privacy Staff,
Administration
Directorate

The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA. [REDACTED] will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

25X1A

1145-1300

LUNCH

1300-1400

EQUAL EMPLOYMENT
OPPORTUNITY IN CIA

25X1A

Deputy Director of
Equal Employment
Opportunity Programs

The Agency is firmly committed to achieve equal employment opportunity for all employees. [REDACTED] will describe the nature of the problem and the actions to be taken to solve it.

25X1A

1415-1615

GROUP DISCUSSION:
Intelligence Priorities

Glass and Staff

The members of the class will work individually and then in small groups to develop a statement of geographic and functional areas they believe deserve priority attention by the Intelligence Community. This individual and group work will be followed by a session in which a spokesman for each group will present its statement of priorities to the class for discussion. The exercise is designed to demonstrate the difficult but necessary effort involved in selecting intelligence priorities. The class will then read two Intelligence Community documents: Key Intelligence Questions for FY 1976 and DCID 1/2.

Reading:

Key Intelligence Questions (KIQs)
and DCID 1/2, (to be distributed)

1415-1530

CIA and Congress

25X1A

See Friday, 12 Nov 76, 0915-1015

Deputy Legislative
Counsel, Office of
Legislative Counsel

Friday, 12 November

0830-0900

Reading: Continued and Optional

25X1A

0915-1015

CIA AND CONGRESS

Deputy Legislative
Counsel,
Office of
Legislative Counsel

What is the current status of our congressional relations? What are our responsibilities to the special committees that oversee the Agency? How has Congress' view of the Agency and use of the Agency changed over the past several years? What will this relationship look like in the future?

will discuss these questions and others pertinent to this important topic.

1030-1200

THE OPERATIONS OFFICER
ABROAD

25X1A

Chief, Intelligence
and Midcareer Branch
Intelligence
Institute,
Office of Training

will give examples from personal experience of the life and work of an operations officer abroad. He will discuss techniques of agent recruitment and handling and the kinds of problems the operations officer may face in his day-to-day work. He will also discuss the support a field officer receives from Headquarters and the relationship between the Station and Headquarters.

1200-1330

LUNCH

1330-1430

A CAREER IN INTELLIGENCE

25X1A

Chief, Information
Services Staff,
Operations
Directorate

Our speaker, whose career in the Agency has spanned all four Directorates, will comment on the kind of professionalism that service in an intelligence organization requires. Drawing on his experience as a member of the first Junior Officer Trainee (JOT)

S E C R E T

Class, the predecessor of the CT Program, he will discuss the changes in policy and environment the Agency has experienced and touch on what the future may have in store for current Career Trainees.

1430-1445

Remarks

Harry E. Fitzgerald, D/IR

1430-1530

WRITTEN EVALUATIONS

CLASS

1445-1530 →

S E C R E T

25X1A

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Next 44 Page(s) In Document Exempt

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Evaluations - Orientation for Career Trainees No. 1-77

FROM: Course Chairman
926 C/C

EXTENSION

2063

NO.

DATE

22 November 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/IMB

11/24

[Signature]

2.

3. C/II

25X1A
25X1A

11/26

[Signature]

4.

5.

C/IMB

11/26

[Signature]

6.

7.

Bill

11/29

[Signature]

8.

9.

10.

11.

12.

13.

14.

15.

Am surprised by the strong reactions pro and con to Paul [redacted] presentations. Also, since [redacted] was perceived as low-keyed and cautious on his subject, I think he ought to be told how he comes across on EEO. I suggest the possibility of drawing up a number of career profiles of former CT's (the CT Staff should help on this) to be distributed as reading material -- exceptional and unexceptional, labeled as such -- and the panel of former CT's selected from more recent graduates of the program -- people who are the stage of having served all or most of their first assignments, people the new group could relate to in terms of the next rung on the ladder. I also would urge resistance, in this short introduction, to expanded coverage of clandestine ops.

5-7: P/s follow up on these suggestions for next OCT running

[Signature]

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25X1A * "I thought that [REDACTED] handled very well a potentially dry and boring subject."

* "EEO -- personally don't agree with quota systems. Selection should be based on "best person for job" principle, no matter what race,color,creed,age,sex,etc."

25X1A * "...I would suggest that you encourage [REDACTED] to "cut loose" in the future and speak his mind on EEO in the CIA. I feel he might have been much more helpful to us if he had not been so afraid (this was my personal reaction) to hit the nail on the head and voice his true and candid ~~KNOW~~ opinion on the (possibly small?) success of EEO in the Agency. I would particularly like to know why women in the past have been "sheltered from" or at least not encouraged to take the paramilitary course? "

25X1A * [REDACTED] presentation of the Agency's EEO program was the least beneficial of the briefings. Although not a subject to be ignored, the Agency EEO process and statistics could be included in the "personnel" briefing. All new officers should be made aware of the existence of ~~KNOW~~ EEO and the means of filing complaint. However, a more effective and relevant presentation of equal opportunity problems the Agency faces might be a panel discussion by female and minority officers in which they could describe the problems they have experienced and discuss problems new officers may encounter."

25X1A * Student cited [REDACTED] as one of "most effective ^{areas} ~~KNOW~~ or individual presentation"

25X1A

x 7423

TRANSMITTAL SLIP 30 Nov 76

TO: [REDACTED] CEE0

ROOM NO. [REDACTED] BUILDING [REDACTED]

REMARKS:

Low:

Per our telecon here are the student remarks re your presentation to the last running of the Orientation for Career Trainees. Five out of thirty felt strongly enough to say something!

Thanks for all your help and I'll be back to you.

FROM: [REDACTED] CTR/II

ROOM NO. [REDACTED] BUILDING [REDACTED] EXTENSION [REDACTED]

FORM NO. 241 1 FEB 55 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

25X1A

25X1A

MEMORANDUM OF CALL

TO:

☐ YOU WERE CALLED BY-- ☐ YOU WERE VISITED BY--

OF (Organization) *Change for 8 Nov - as of 3 Nov -*

☐ PLEASE CALL *per CTR office* ☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

25X1A

[REDACTED]

Program officer,
CTR

RECEIVED BY [REDACTED] DATE [REDACTED] TIME [REDACTED]